



October 2016

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ASSETS OF SWARE PROJECT IN FAVOUR OF THE DEVELOPMENT OF COMMUNITY SPACE POTENTIAL (LIVING WATERWAYS)

MCM'S SIG ROADMAP

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Introduction

This Roadmap provides an outline of how MCM operated and will operate throughout the SIG (group). This Roadmap is based upon the *Roadmap Methodology for Institutional/Stakeholder Involvement* (final version September 2016) developed by *Michael Moroney* and *Róisín O'Grady*. As regards the SWARE overall objectives, MCM has developed as far as now the two main sub-activities:

- stakeholder involvement (first meeting, 30 September 2016)
- the making of the Internal institutional SIG

1. Institutional Involvement in SWARE Project

About the project's content activities concerning the Stakeholder sub-activity MCM involved the regional management structures (*Regione Lombardia - Direzione Generale Culture, Identità, Autonomie*) to achieve a common vision on sustainable environmental and economic benefits.

Regione Lombardia proved to be a valuable stakeholder, capable to take relevant decisions in the planning of the territorial activity. *Regione Lombardia* as institution could integrate the multi-level and participatory governance schemes and frameworks by its *Business Plan* (POR). One of *Regione Lombardia*'s roles is that to analyse local contexts and get confidence for public investments in order to create a better sustainable exploitation of the natural resources and the built heritage sites.

- These first steps will be soon followed by other steps (according to SWARE timeframe) to make the SIG group operative.

1.1 Key Points regarding the SWARE project's Institutional Involvement (MCM - Lombardy Region)

MCM will operate keeping these constant reference points:

- Legitimacy for action due to better knowledge of the territory needs and vocation
- Capacity of guidance avoiding administrative division
- Being institutional efficient and transparent in its conduct

In addition, among the institutional structures, the Ministry for Development and Tourism (national government structure) sent a representative for interventions on a large scale.

2. Roadmap of Stakeholder Involvement in SWARE Project

As a first step MCM launched a call for external public and private stakeholders (public authorities, local communities, associations, opinion leaders, economic and touristic operators, etc) related to waterway geographical regions in order to create a joint development strategy based on horizontal and vertical asset within the heritage protection schemes and the leisure industry.

Results

About 40 persons (of both public and private bodies) have attended the first SIG Regional meeting on 30th September 2016..

Name	Istitution/association/company
Barlassina Stefano	Associazione In Martesana
Bianchini Fabio	Centro Studi PIM
Bottazzi Carla	Città Metropolitana di Milano
Brambilla Mario	Città Metropolitana di Milano
Bricchetti Edo	Member of the Board IWI (Inland Waterways International)
Burzillieri Laura	Est Ticino Villoresi
Cafagna Michele	Afol Sud Milano
Calvi Benigno	Ecomuseo Martesana
Cantoni Sonia	Fondazione Cariplo
Cella Carlo	Ecomuseo Martesana
Circelli Francesca	Regione Lombardia
Colitti Gianfranco	Associazione Riaprire i Navigli
Cortiana Fiorello	Città Metropolitana di Milano
D'Avanzo Gabriella	Città Metropolitana di Milano

Didero Emanuela	Camera di Commercio di Milano
Di Fidio Mario	BEIC
Ferrè Carlo	Consorzio dei Comuni dei Navigli
Franchina Giorgio	Associazione Bei Navigli
Goggi Giorgio	Politecnico di Milano
Grassi Tommaso	Consorzio dei Comuni dei Navigli
Gussoni Nadia	Regione Lombardia
Marra Ezio	Università degli Studi di Milano - Bicocca
Merlo Alessandro	Camera di Commercio di Milano
Milanesi Elena	Assolombarda
Misiti Caterina	Associazione Bei Navigli
Monti Ivano	Città Metropolitana di Milano
Parravicini Dario	Città Metropolitana di Milano
Pecorini Gabriella	MISE
Pinoschi Maria Cristina	Città Metropolitana di Milano
Pisoni Chiara	Est Ticino Villoresi
Preda Mauro	Città Metropolitana di Milano
Ravelli Diego	Città Metropolitana di Milano
Ravelli Susanna	Afol Sud Milano
Repossi Claudio	Navigli Lombardi
Rosti Guido	Amici dei Navigli
Schiavone Luciano	Città Metropolitana di Milano
Sparla Maria Pia	Parco Agricolo Sud Milano
Terrusi Cristina	Città Metropolitana di Milano
Vascelli Vallara Umberto	Italia Nostra
Zanandrea Marco	eGuide (Parco del Ticino)
Zuccoli Roberta	Afol Sud Milano

Key Points regarding the SWARE project's Stakeholder involvement:

- MCM's call created a climate of confidence and consistency for users to take advantage of the benefits which could derive from SWARE.
- Above all MCM focused on the capacity to get partnership, co-financing and, above all, the coordination of initiatives and services upon a local scale.
- MCM focused the relevant importance to add values such as the ones deriving from cultural heritage.

2.1 Goals and Main Tasks for Institutional/Stakeholder involvement

On the occasion of the first stakeholder meeting MCM, after illustrating the goal and main objectives of SWARE, asked for collaboration, participation and consciousness of the importance of the waterway heritage (*water civilization*). The institutional manager and the stakeholders

representatives could expose their points of view and give voice to their needs focusing details on their expectations. Above all, they lamented the fragmentation of the initiatives which causes a great waste of energies and resources which could, on the other hand, be better used for the territorial benefits. Moreover they suggested the creation of a common platform as a reference point for all actions and information.

- Then MCM announced the sending of a format (*here attached*) to be fulfilled and sent back to MCM indicating the main actions, worthy to be analysed, carried out by the stakeholders in order to focus the level of their internal organisation and external influence on the environment and the community altogether.

Results

As far as today the stakeholders sent MCM their reports (plenty of initiatives) about the program they carried on a territorial scale. MCM will operate a selection of the best ones in order to analyse their effects of the actions on the territory and the community.

Here attached are the format used to point out the good practices in relationship with the tangible, intangible and landscape heritage. Furthermore an example of a fulfilled form..

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STAKEHOLDER INSTITUTIONAL LEARNING GROUP (SIG)

SCHEDA BEST PRACTICE

PROGETTI ED ESPERIENZE LEGATI ALLE VIE D'ACQUA

Città Metropolitana di Milano si pone l'obiettivo di far riscoprire la bellezza e le potenzialità turistico/culturali delle vie d'acqua dell'area Milanese. Fra i suoi scopi vi sono la promozione di modelli innovativi per lo sviluppo economico e sociale del territorio, la valorizzazione degli scenari paesaggistici della pianura irrigua e della sua "civiltà dell'acqua", la valorizzazione delle creatività locali e non solo, la promozione di nuove forme di turismo sostenibile, la redazione di percorsi d'arte e cultura in un contesto territoriale ed urbanistico di assoluta eccezionalità.

Grazie al progetto SWARE, sarà possibile condividere, analizzare e mettere a sistema le **esperienze in essere o già realizzate** che vadano nella direzione di costruire un "piano di azione" coerente e adeguato alle linee di sviluppo delle policy da attuare.

Diventa perciò fondamentale che ogni partecipante al SIG compili la scheda (in allegato) specificando per ogni iniziativa i punti di forza, le criticità e i risultati ottenuti.

Grazie per la collaborazione

SCHEDA (compilare la presente scheda per ogni iniziativa in essere o già realizzata)

Titolo dell'iniziativa e/o delle azioni intraprese	
Tipologia <i>(specificare in che ambito tematico e territoriale)</i>	
Data e luogo di svolgimento <i>(specificare se uniche o ricorrenti)</i>	
Organizzatori, soggetti coinvolti, patrocini e sponsor <i>(grado di coinvolgimento)</i>	
Breve descrizione dell'iniziativa <i>(elenco dei beni paesaggistici, materiali e immateriali interessati dalle azioni)</i>	

Punti di forza e fattori di successo a) interesse/condivisione b) partecipazione c) consolidamento delle azioni intraprese (<i>convenzioni, collaborazioni a titolo vario</i>) d) ricadute sul turismo (<i>a livello locale</i>)	
Punti di debolezza e criticità dell'iniziativa e) scarsa attrattività f) indifferenza dei soggetti coinvolti g) mancato (<i>ulteriore</i>) coinvolgimento	
Risultati /benefici (output) h) sul territorio i) sulla qualità di vita dei residenti j) sul coinvolgimento degli stakeholders (<i>convenzioni, collaborazioni a titolo vario</i>) k) sui fruitori del territorio (<i>visitatori, turisti</i>)	
Pagina web o link di collegamento dell'iniziativa <hr/> Altro materiale documentale <hr/> Compilato da (<i>responsabile del procedimento</i>)..... <hr/> In data	

Compilare ed inviare questa scheda a: segr.parravicini@cittametropolitana.milano.it



STAKEHOLDER INSTITUTIONAL LEARNING GROUP (SIG)

SCHEDA BEST PRACTICE

PROGETTI ED ESPERIENZE LEGATI ALLE VIE D'ACQUA	
<p>Titolo dell'iniziativa e/o delle azioni intraprese</p> <hr/> <p>Tipologia <i>(specificare in che ambito tematico e territoriale)</i></p>	<p>Concorso per gli alunni delle scuole elementari e medie: "I BORGHI CHE L'ACQUA UNISCE"</p> <p>Da 3 anni l'Associazione Gorla Domani promuove questa iniziativa nel complesso scolastico del quartiere di Gorla, che comprende 2 scuole elementari e una media..</p> <p>Il tema è la conoscenza del patrimonio culturale, storico e paesaggistico del Naviglio Martesana. Alle 2 classi vincitrici viene attribuito un premio: , che può essere un tablet o una gita in uno dei Comuni lungo il Martesana.</p>
<p>Data e luogo di svolgimento <i>(specificare se uniche o ricorrenti)</i></p>	<p>Il concorso si svolge da dicembre a maggio di ogni anno, nelle scuole del quartiere</p>
<p>Organizzatori, soggetti coinvolti, patrocini e sponsor <i>(grado di coinvolgimento)</i></p>	<p>L'Associazione Gorla Domani assicura la presenza di 4 soci che svolgono alcune lezioni in ogni classe partecipante al concorso, spiegando le caratteristiche del territorio. Gli insegnanti assistono i loro alunni durante la preparazione del materiale che può avere forma cartacea, digitale e fotografica.</p>
<p>Breve descrizione dell'iniziativa <i>(elenco dei beni paesaggistici, materiali e immateriali interessati dalle azioni)</i></p>	<p>Durante le lezioni tenute dai Soci di Gorla Domani vengono forniti alcuni testi che trattano gli argomenti che saranno poi sviluppati dai partecipanti. In particolare sono evidenziati i beni culturali dei diversi Comuni lungo il Martesana, gli itinerari turistici e i luoghi di particolare interesse ambientale.</p>
<p>Punti di forza e fattori di successo</p> <p>a) interesse/condivisione</p> <p>b) partecipazione</p> <p>c) consolidamento delle azioni intraprese <i>(convenzioni, collaborazioni a titolo vario)</i></p> <p>d) ricadute sul turismo <i>(a livello locale)</i></p>	<p>L'interesse e la condivisione del progetto sono aumentati nel tempo; lo scorso anno 16 classi hanno aderito.</p> <p>La collaborazione con le scuole è ormai consolidata: lo scorso anno abbiamo coinvolto un'importante Associazione Sportiva di Basket che ci ha permesso di organizzare anche un minitorneo fra molte classi. Insieme all'Associazione Sportiva abbiamo vinto un bando del Comune di Milano che ci ha permesso di coprire i costi</p>

<p>Punti di debolezza e criticità dell'iniziativa</p> <p>e) scarsa attrattività</p> <p>f) indifferenza dei soggetti coinvolti</p> <p>g) mancato (<i>ulteriore</i>) coinvolgimento)</p>	<p>La maggiore criticità è stat quella di dover reperire i fondi necessari a coprire i costi che, nonostante l'attività di volontariato gratuito prestata dai nostri soci, sono determinati dai premi e dai testi forniti.</p>
<p>Risultati /benefici (output)</p> <p>h) sul territorio</p> <p>i) sulla qualità di vita dei residenti</p> <p>j) sul coinvolgimento degli stakeholder (<i>convenzioni, collaborazioni a titolo vario</i>)</p> <p>k) sui fruitori del territorio (<i>visitatori, turisti</i>)</p>	<p>Il beneficio dell'iniziativa è quello di aver coinvolto molti alunni nel corso degli anni e aver interessato le rispettive famiglie residenti nel quartiere. Abbiamo notato, durante la cerimonia di premiazione alla fine dell'anno scolastico, un costante aumento di famiglie. Riteniamo perciò di aver contribuito ad una maggiore conoscenza del territorio lungo il Naviglio Martesana, favorendo una forma di turismo locale .</p> <p>Contiamo su nuovi stakeholder pubblici, in particolare il Municipio 2 di Milano</p>
<p>Pagina web o link di collegamento dell'iniziativa</p> <hr/> <p>Altro materiale documentale</p> <hr/> <p>Compilato da (<i>responsabile del procedimento</i>)</p> <hr/> <p>In data</p>	<p>Carlo Cella</p> <p>20 ottobre 2016</p>

Compilare ed inviare questa scheda entro il 26 ottobre 2016 a:

segr.parravicini@cittametropolitana.milano.it

A real determination to collaborate came out from this meeting which concerned not only local authorities and institutions but, as well, private associations for a sort of collective governance (including the private stakeholders and the opinion leaders).

That was a good result since it increased the intensity of the stakeholders engagement. According to MCM, this step will produce good effects as the project proceeds.

- The key-result is the establishment of a *Stakeholder & Institutional Learning Group (SIG)* in order to operate from bottom-up involvement and if possible, use or adapt an existing network or group already operating in the region.

2.2 Guidelines for Stakeholder & Institutional Learning Group (SIG) involvement

Given the diversity of the project topics such as tourist development, quality of life, landscape and environmental management, MCM's management of waterways aims at allowing historic "*living waterways*" to develop harmoniously in regard to their heritage, environment, tourism, standards of living.

The responsibility of the SIG Group in the long term is to gather all the stakeholders who can actively contribute to the elaboration of the action plan and to ensure the transnational exchange of practical experience to the largest possible extent.

The guidelines will be specified together with the involvement of the stakeholders and the institutional management in order to establish a kind of moral contract and instrument of stimulation.

Keypoints

- The SIG members' expertise will cover the themes of the project.
- The guidelines are an inventory of good practices, a reference, but not a list of standards.
- Interaction, learning, knowledge transfer are the most important keypoints of the SIG. The SIG will ensure individual, organisational and stakeholder interaction, learning from cooperation.
- The SIG is an instrument to empower stakeholders through transnational exchange and local capacity building actions (*action plan*). SIG knowledge will be passed to the other European partners with the same level of internal organisation and goals.
- MCM intends to modernise where this is necessary while preserving the specific identities of the stakeholders and their activities on inland waterways.
- MCM will investigate issues from different perspectives to collect and share ideas and good practices and assist decision makers in order to better understand local needs and circumstances.

2.3 Composition of Stakeholder & Institutional Learning Group SIG

Given that the stakeholder involvement is an ongoing activity throughout the project lifetime, the composition of SIG Group depends on local circumstances, policy challenges and desired outcomes. It may change during the project implementation.

As the SIG relies on local resources, uses and any existing network or groups operating in the inland waterway region concerning not only navigable canals and rivers but also all the other canals even if they aren't navigable, the structure of the MCM SIG will be tailored to suit the specific context and circumstances.

The Sig Group will be composed, after a precise selection, by different departments of Lombardy Region, Municipality of Milan and MCM personnel as tiers of government. The group will be participated even by the representative of Ministry for Development and Tourism and the Ministry of the Economical Development; that will raise its potentialities for interventions on a large scale.

In details the SiG group will be composed by civil sectors of the different territorial activities, community and voluntary organisations, knowledge institutions, universities, business sector, public service providers such as citizens, users, opinion leaders.

Until now following subjects joined the SIG Group: Fondazione Biblioteca Europea di Informazione e Cultura (BEIC), Consorzio Est Ticino Villoresi Associazione Amici dei Navigli - Istituto per i Navigli, TeMA, URBIM Lombardia - Unione Regionale Bonifiche, Irrigazioni e Miglioramenti Fondiari della Lombardia, Està - Economia e Sostenibilità, Centro Itard Lombardia Srl, Navigli Lombardi, AFOL Sud Milano, Italia Nostra Onlus, Camera di Commercio Industria Artigianato e Agricoltura, Consorzio dei Comuni dei Navigli, Associazione Terre dei Navigli, Centro Studio PIM, Ecomuseo Martesana, Associazione Bei Navigli, Associazione Riaprire i Navigli, Associazione in Martesana.

We are waiting for the adhesion of the Institutes of Sociology and Tourism from University Bicocca, Parco Agricolo SUD and Fondazione Cariplo.

Once engaged the stakeholders should maintain their engagement by carrying on actions that can support their continued engagement. During the SIG activities, MCM will consider the following keypoints to organise and manage the Stakeholder & Institutional Learning Group:

- clear objectives, good facilitation, full participation.
- circulation of an *agenda* to allow space in the meeting for information, but also plenty of time for stakeholders to speak and exchange views.

2.4 The training of inland waterway staff

MCM thinks that internal *institutional staff training*, related to all components of the inland waterways, is fundamental to create new skills within the institution itself to achieve that particular consciousness and perception of the problems which are absolutely necessary to approach the enhancement and management of the inland waterways and to avoid the danger in having personnel completely disconnected from the cultural heritage aspect.

Another important point is the training of a more enlarged waterway staff, both institutional and private. To this purpose MCM will select the most relevant stakeholders and organize a group in order to plan a common platform of common goals and objectives.

2.5 Goals & Main Tasks for Stakeholder & Institutional Learning Group (SIG)

The need for a quality label “*Living Waterways*” is common to all stakeholders as the predominant position in favour of a *code of practice (guidelines)* and common working methods rather than the establishment of restrictive criteria. The development of historic canals as “*Living waterways*” is clearly not a matter that is left entirely to the responsibility of political and economic stakeholders.

2.6 Potential factors as keypoints

The need for a quality label “*Living Waterways*” is common to all stakeholders as the predominant position in favour of a code of practice (guidelines) and common working methods rather than the establishment of restrictive criteria. The development of historic canals as “*Living waterways*” is clearly not a matter that is left entirely to the responsibility of political and economic stakeholders. It is important, above all, to construct a sort of “*Water Culture*” related to the different aspects of inland waterway heritage. MCM clearly pointed out that, in order not to disperse energies and territorial resources, a network of private stakeholders, combined with local authorities, is absolutely necessary to be more operative and effective on the field. There should be a strong determination to involve the citizens, perhaps not in the management, but at least in the animation of the inland waterways.

Keypoints

- The cultural heritage is the main strength of the inland waterways, but it undoubtedly suffers from the lack of certain concrete actions.
- Sustainable development, today, means finding a balance between the economy and the environment.
- Developing waterway tourism means, above all, a good opportunity for spatial development and creation of green jobs.

3.0 Solutions

A new formula is absolutely necessary and useful. MCM thinks that the “*ecomuseum*”, recently adopted on a large scale in Lombardy, is the most appropriate and suitable solution to face the new emerging needs and adding values coming from the management of the “*living waterways*” All group members, reunited in a unique group (such as the *ecomuseum*) will be committed to a set of actions within the SWARE Project.

Observations by MCM

- Developing participative approaches in a multi-stakeholder environment group is a keypoint to give voice to the stakeholders and to augment, as well, their relationship with each other.
- MCM finds that the cultural and social formula of *ecomuseum*, which is an operative and participatory operation, proves very suitable to amalgamate the different needs and activities otherwise operating separately. This could be the solution to the fragmentation of responsibilities and dispersion of territorial energies.
- Operating like that MCM will be able to underline the different stakeholders’ perspectives adding organisational values and avoiding, at the same time, conflicting interests caused by differences in the stakeholders’ point of view.
- Moreover MCM finds that even the *consortium* of local private stakeholders is worthy of being taken into consideration.

3.1 Ecomuseum as a new operative instrument of participation and direct involvement

Given that SWARE aims to encourage networking to accelerate the dynamics that already exist and give support to waterways that are under threat, MCM thinks that *ecomuseum* could strengthen the

strategic stakeholder cooperation with its own geographical coherence in terms of use of the territory. It could be as well a soft approach to territorial services.

- The ecomuseum clearly demonstrates the benefits deriving from participation (in all fields and themes) to promote water quality and standard of living

3.2 Ecomuseum (network)

A new model of safeguarding and enhancement of the *Regional Water Heritage* is thus offered to SWARE debate. It comes from the recent experience of *Ecomuseum* which groups together the municipalities, the residential people, the users of territory, the associations, the cultural institutes, the volunteers, the public and private stakeholders operating in the area. The formula of *Ecomuseum* is the spontaneous consequence and output of the *open air museum* and can be identified as one of the best territorial and social practices of our time. The formula of *Ecomuseum* (not bureaucratic, not political, above all cultural) proved very suitable to represent the heritage in a framework of sustainable, responsible development. Above all, the *ecomuseum* clearly marks the passage from isolated practices to a broader conception of a *network* working for the benefit of the whole territory. From this point of view it could be considered as the natural and vocational result of the experience of the social activity of the community itself since it contributes to identify and locate the elements which make up the cultural and physical setting of the water civilization.

- Moreover the formula of ecomuseum proved very suitable to collect the needs and demands of the community, in thus responding to some of the main goals of SWARE which implies the involvement of the population and stakeholders.

Results

MCM considers the *ecomuseum* as an appropriate and suitable stakeholder from the moment that it represents altogether the actors and protagonists of a precise lombard area. And because it shares the management responsibility upon the local authorities and residential people by involving them in the action of preserving a typical Italian water landscape with its added values of memories, rituals and local crafts. People and stakeholders of the ecomuseum area will thus be involved in the process of amalgamating and participation.

Observations by MCM

- From MCM' point of view this is positive as it combines in a unique subject many associations and stakeholders working for a unique mission, adequate and potentially rich in activities and collaboration.
- The participative approach, the development of strong partnerships between public bodies, the private sector and civil society (including citizens and inhabitants), is recognized as a cornerstone of efficient policy development.
- One of the most relevant goals of SWARE project is to translate these principles into concrete local dynamics that aim to better understand the process of nurturing the talent of stakeholders and to contribute in building a participative policy and integrated action plans at a local level.
- MCM will take into great consideration all stakeholders' view and contributions in order to support their capacity development with a process of transparency and trust-building.

4.0 MCM's agenda keypoints

- MCM will present information in different ways as regards the different stakeholders.
- MCM will up-to-date all stakeholders through various clear, open and transparent channels.
- MCM will hold the meetings in different places so that stakeholder can take a turn at hosting.
- MCM will seek feedback from meeting participants and make sure that future agendas are adjusted in the light of member comments.
- MCM will evaluate the appropriateness of the techniques above all of the communication.
- The meetings will take a number of formats, depending on the purpose (e.g. presentations, workshops, interactive sessions, etc.) to make sure the stakeholders participation.
- MCM will summarise the information gathered, follow up decisions made and tasks assigned during the discussions.

4.1 Timeframe

MCM will organise at least 9 SIG meetings and 3 synergy sessions throughout the project implementation phase.

Semester 1 April-September 2016

- MCM has already hosted its first opening SIG Meeting, just the one mentioned up above (on 30th September).

Semester 2 October 2016 - March 2017

- MCM will participate the two SIG Meetings based around regional analysis and regional “*State of Art*” (to be developed within 30 November 2016)
- MCM will operate a “*Synergy Session*” of relevant staff within each partner organisation. The session will be linked to the “*State of Art*” MCM is going to plan within the end of November.

Semester 3 April 2017 - September 2017

- MCM will participate the two SIG Meetings before/after the *Inter-Regional Exchange Sessions*. On that occasion MCM will give voice to the most relevant stakeholders in order to participate in the three *Inter-Regional Exchange Sessions*.

Semester 4 October 2017 - March 2018

- MCM will participate two SIG Meetings. On that occasion MCM will link its operative SIG to the action plan development to be discussed in “*Synergy Session*” with all partners in order to transfer good practices.

Semester 5 April 2018 - September 2018

- MCM will focus its *Action plan* within the two SIG Meetings.

Closing Meeting

4.2 Monitoring

Another important factor is monitoring community perceptions and sustainable attitudes as regards the effectiveness of the action plans at local level. Feedback will be always gathered from the participants about what could be improved.

- MCM will do that after each meeting, but at least 2-3 times during the project, to make sure that group members are committed and engaged with the SIG.
- MCM will retain all supporting documentation relating to meetings of SIG (such as agenda, attendance sheet, minutes, presentations and pictures of the meeting).